

# ***Project Document***

## **Accountability Driven Leadership in a Statewide Agency: The Washington State Patrol - Effectiveness through Efficiencies**

The Washington State Patrol (WSP) believes that an Accountability Driven Leadership model embraces many of the principles of COMPSTAT, and includes new and evolving strategies to hold non-traditional policing activities (e.g., State Fire Marshal and State Toxicologist duties) to these same standards of accountability, using accurate and timely data, effective tactics, rapid deployment, and relentless follow up. COMPSTAT has been very successful in reducing crime; but can these ideas be used to reduce the number of at risk children and senior citizens living in facilities that are out of compliance with fire safety codes? Can an Accountability Driven Leadership model be used to reduce, or control budgetary practices that historically result in overspending and under achieving? Will this process be applicable to traditional administrative functions such as accounting, fleet and property management, human resources, and information technology? Can Accountability Driven Leadership create the opportunity for the agency's Chief to bring together the diverse character of law enforcement, Fire Marshal's services, Crime Lab services, statewide emergency communications system and infrastructure, sworn and professional staff, into a single entity focused on "making a difference" every day in delivering of quality public service?

It is critical to pursue more than just matters of efficiency – how many reports were written, how many tickets were issued, or how many people were arrested (outputs). It is the pursuit of effectiveness (outcomes) that has hallmarked COMPSTAT, and in this case, the furtherance of an Accountability Driven Leadership model within the WSP. Effectiveness can be measured in many different ways: how many less crimes occurred, how many fewer lives were lost to DUI, or how many more people are living in facilities that are fire code compliant. Bridging the gap from a law enforcement centric strategy of policing to a strategy of comprehensive public safety and effective management of a large multifaceted agency is at the heart of the efforts of the WSP's Accountability Driven Leadership model.

### **The Washington State Patrol and the First Strategic Advancement Forum:**

The WSP performs traditional traffic law enforcement and commercial vehicle enforcement and regulatory duties as its primary mission. Although not exhaustive, the WSP also has statutory responsibility for the maintaining and managing:

- Statewide Crime Lab System (Forensic Laboratory Services Bureau)
- Statewide Criminal History Repository System
- Statewide Automated Fingerprint Information System
- State Fire Marshal's Office
- Investigation and monitoring of Organized Crime
- Narcotics investigations and task force operations
- Chair of the Governor's Methamphetamine Coordinating Committee
- Criminal Intelligence Operations
- Centralized and statewide intelligence system
- Tax evasion and fraud investigations
- Other criminal and administrative investigations at the request of local and state law enforcement and prosecutorial jurisdictions
- Statewide Emergency Communications Infrastructure with a value of one billion dollars

In March 1999, a request to study the potential of implementing a COMPSTAT type strategy within the WSP was brought forward. In July 2000, because of this study, the WSP adopted a strategy known as the Strategic Advancement Forum (SAF). After reviewing the strategies of the COMPSTAT process, the WSP created a similar model, but instead linked it to the agency's Strategic Plan. After assessing the internal environment of the WSP at that time, a decision was made to conduct the SAF process on a bi-annual basis where District/Division commanders made a presentation to the Chief, Assistant Chief, and their respective Bureau Commander. Because the agency's Strategic Plan had recently been updated, and the new SAF process was intended to drive implementation of the Strategic Plan, the original SAF, in July 2000, focused on questions such as:

- What have you done to implement the strategic plan (administrative)
- What happened (descriptive – included process in establishing performance measure baselines)
- Why do you think that happened (diagnostic)
- What's next - what are alternatives (creative)
- What do you think will happen (predictive)
- Which is the best choice (evaluative)

The SAFs that were already scheduled (which would have been the third iteration) for the fall of 2001 were presented as planned to former Chief Ronal W. Serpas. The SAF was very informative but not timely, as the data reported was up to six months old, and was incomplete. The SAF did not focus attention on effective tactics or rapid deployment. For example, one SAF presenter discussed efforts to reduce DUI and speed related collisions, but there was no clear link made in the data or presentation to the efforts of the work unit to assess, compare, or enhance DUI or speed enforcement based on this analysis. The last principle of COMPSTAT, relentless follow up, was not met as the SAF meeting was scheduled on a bi-annual basis, and the questions that presenters answered changed each time.

Another limitation of the SAF was that the Commanders knew what specific areas would be covered prior to the SAF. The SAF was limited to these pre-planned areas. In other words, at one of the SAF's in the fall of 2001, a Commander outlined that the presentation would cover three of the agency's strategic goals for that unit (the total goals were much more than three). When queried as to other fundamental elements of the unit's performance, the Commander commented that those items would require follow-up, as that topic was not listed on the items to be covered at the SAF presentation. Nonetheless, the Commander's presentation was thorough and delivered in a very professional manner.

The WSP needed to integrate the core principles of the COMPSTAT process that were not being fully utilized with its existing SAF process. The new process must also focus on Accountability Driven Leadership through efficiencies (outputs) and effectiveness (outcomes) of all WSP bureaus and commands and the integration of those efforts to unify all WSP activities. The new process had to become dynamic. By bringing all WSP Division/District leaders into the process of developing a reengineered SAF, and attending the SAF meetings, each observed that their peers, regardless of assignment (sworn versus professional staff, field force, or budget office), would be held accountable to the same standards of performance.

### **Implementing a New SAF: Accountability Driven Leadership – A Focus on Effectiveness and Efficiency**

On January 4, 2002, the WSP implemented a new and revised strategy for the SAF. A weekly meeting schedule was initiated, allowing for relentless follow-up, greatly expanded measures of efficiency (outputs) would be reported, as well as beginning the process of developing effectiveness (outcome) measures to achieve the goal of accurate and timely data. The SAF meeting once every six months did not provide for a sense of urgency within the agency; it also did not provide for timely response to critical issues that may be developing simultaneously. Another central component of the reengineered SAF was the unpredictability of questioning during the process. It is true that the data collection strategy can, and will, direct much of the questioning. However, it is the full integration of efficiencies (outputs measured) and effectiveness (outcomes desired and measured) that is used to assess the tactics and deployment strategies through critical questioning, ensuring the success of an Accountability Driven Leadership model. Additionally, under the new SAF process there was no predicting of what areas would be reviewed by the Executive Staff.

A weekly meeting strategy of any agency, much less statewide law enforcement and public safety agency requires an incredible amount of organizational energy and commitment. The creation of SAF reporting formats, data collection and analysis tools, meeting time, etc., can be consuming; but it is a consumption of resources that are linked to the direction of the agency and the outcomes it desires. As one senior staff member commented when questioned if all the time and energy required to implement this Accountability Driven Leadership strategy was worth it replied, "whether we meet in the SAF and make things happen, or meet in endless staff meetings that accomplish little - I prefer to spend those same hours making things happen."

Each bureau (Field Operations, Investigative Services, Forensic Laboratory Services Bureau, Fire Protection Bureau, Technical Services Bureau, and the Management Services Bureau) and their Divisions/Districts would all participate in the SAF process. Every Friday, the Executive Staff (Chief and Bureau Directors) conduct the SAF meeting. Each Bureau Director facilitates the presentation and questioning of their Division/District leadership teams. All Bureau Directors are encouraged to ask questions of presenters, and the Chief will engage as necessary. Due to the nature, deployment, and size of the agency, the only way to manage the weekly process was to assign each bureau a recurring Friday of the month, in four-week intervals. For example, the Management Services Bureau and the Forensic Laboratory Services Bureau conduct their SAF presentation the third Friday of every month. As a result, each bureau comes before the SAF once every four weeks. The WSP Chief and Executive Staff meet in a weekly SAF to monitor/direct the entire agency.

Each bureau was directed in the fall of 2001 to create bureau wide efficiency (output measures) and linked effectiveness (outcome measures) to serve as the basic component of the new SAF presentations, a critical expansion beyond the linking of the prior SAF format to the Strategic Plan. For example, in the Field Operations Bureau four core traffic law enforcement efficiencies were articulated: 1) DUI enforcement; 2) Aggressive Driving enforcement; 3) Seatbelt Enforcement; and 4) Dangerous Speeding Enforcement. Moreover, the combination of these four efficiency measures are believed to be the most likely, taken together, to have the potential of altering driver behavior. These four measures do not represent the only valued activity of the field force, but serve as a baseline of activity, and a link, to measure and report against the goal of reducing collisions and injuries. The effectiveness is measured by District rates of

collisions, fatality collisions, injury collisions, property damage collisions, and DUI related collisions. Just as with any law enforcement effort that intends to alter behavior, there must be a link to effectiveness (reduced collisions, injuries, fatalities, etc.) through the monitoring of efficiencies (increased enforcement). There are many variables that are at play in the efficiency and effectiveness of law enforcement activities as they relate to increases or decreases in outcomes – clearly law enforcement cannot singularly be credited for changes in either direction, but law enforcement can play a role in altering effectiveness (outcomes) of interest by efficiencies (outputs).

The identification of core mission values in each bureau was critical to establishing the measures of efficiencies that would be set, and then linked to the measures of effectiveness desired. This retrospective look within each bureau was also a critical step in creating the atmosphere for change necessary to build an environment focused on success, aggressive decision-making, and risk taking. It is important to note that these measurement strategies are constantly changing, as they should be. As the agency matures in this process, it invariably learns what new and evolving issues it desires to measure.

Beyond just measures of effectiveness and efficiencies in activities, each bureau is also responsible for reporting on their budget. Budget management responsibilities were decentralized to the lowest possible level (in this case, District/Division commands) in January 2002. This allowed command personnel to have the authority to acquire and expend funds for equipment, supplies, and overtime needed, while retaining the accountability to the agency by reporting in the SAF on their “bottom line.” The WSP believes that the empowering of District/Division commanders with budgetary authority has dramatically streamlined, and made efficient and accountable the budget management process. Significant efficiencies have been realized in the areas of supplies, equipment, and overtime, as under the current strategy, each commander is given a “dollar” amount to work with – they are responsible for balancing their own “checkbooks.” The decentralizing of the budget process also allowed the WSP to undertake the process of “learning” what it cost to run its business. Further, this allows a timelier manner to provide supplies, equipment, and overtime at the lowest level of execution (Division/District Commanders) without the loss of time and efficiencies of going through the bureaucracy of headquarters.<sup>1</sup> Commanders are free to make budgetary decisions within monthly allotments, across these fund types, in the pursuit of managing their District/Division effectively.

The SAF forum provides an unparalleled opportunity for agency leaders to articulate strategies they have created to solve problems, etc. The sharing of successful strategies is critical to “raising the bar of performance” of all agency leaders. The observation of peers taking chances with their resources and attaining valuable outcomes inspires others to rise to the same level of performance. The cross-pollination of the participants (sworn and professional staff from many different units) at the SAF demonstrates to all that a “team” of leaders is working in a coordinated and collaborative way to ensure the overall success of the agency. Moreover, one leader’s success can,

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<sup>1</sup> The WSP operates on a July through June fiscal budget year, in two-year biennial budgets. At the end of the 2001 Fiscal Year (June 30, 2001), the Field Operations Bureau Overtime fund was overspent by nearly one million dollars. During this same time, Field Force productivity was at 10-year lows. By November 2001, five months into the new fiscal year, and the 01-03 biennial budgets, Field Force Overtime was overspent by \$258,000. At the end of calendar year 2002, the Field Force Overtime budget was under spent by \$151,000, while Field Force activity was at 10-year highs. Overtime was placed under the control of District Commanders, under spent, and those dollars reassigned to purchase needed equipment and supplies.

and should be, replicated in other areas of the department. This “team building” also provides a remarkable opportunity to grow “risk takers” in the agency.

Risk taking can be fostered particularly when the Chief and Executive Staff recognize that efforts made for the right reasons may nonetheless, sometimes, fail. The response to these failures, in a public and positive way, sends the unmistakable message that error in the pursuit of laudable goals can become positive learning experiences for all, and will be tolerated. This is not to say that error on the part of leaders does not go unchecked or unnoticed – it is the intention of the error that matters. Clearly, personnel who are unwilling or unable to perform their duties in an acceptable fashion are not satisfactory in the WSP’s model of Accountability Driven Leadership. Holding leaders accountable with reliable and predictable direction from the Executive Staff and Chief is one of the goals of the Accountability Driven Leadership model. The recurring and timely meeting of the agency in the weekly SAF, ensures strict accountability of all leaders, and provides for a “safety net” ensuring that errors will not go unnoticed. The combination of these strategies provides an environment that encourages aggressive decision-making and the growing of risk takers within the agency’s leadership cohort.

Throughout calendar year 2002, the SAF was conducted at the bureau level only. Beginning in January 2003 the SAF process has been driven down to the District/Division level, with the Bureau Director assessing the performance of their subordinate leadership teams. This strategy also encourages and institutionalizes the practice of Accountability Driven Leadership throughout the agency. It was a conscious decision to do one full year of Bureau level SAFs only, so that leaders could develop a solid understanding of the reengineered SAF process, and increasing the confidence of Division/District leaders as they develop their leadership teams.

## **Results**

The results of the WSP’s reengineered SAF, focusing on Accountability Driven Leadership, of every component of the WSP, have been dramatic. Each bureau of the agency has realized dramatic changes in efficiencies and effectiveness.<sup>2</sup> The Field Operations Bureau and Commercial Vehicle Division data covers a 15-month period of review, and the remaining Bureau’s cover the calendar year 2002 compared to 2001<sup>3</sup>. Although not exhaustive, below is a brief listing of some of the successes in each bureau.

### **Calendar Year 2003 versus 2002**

#### **– Field Operations Bureau**

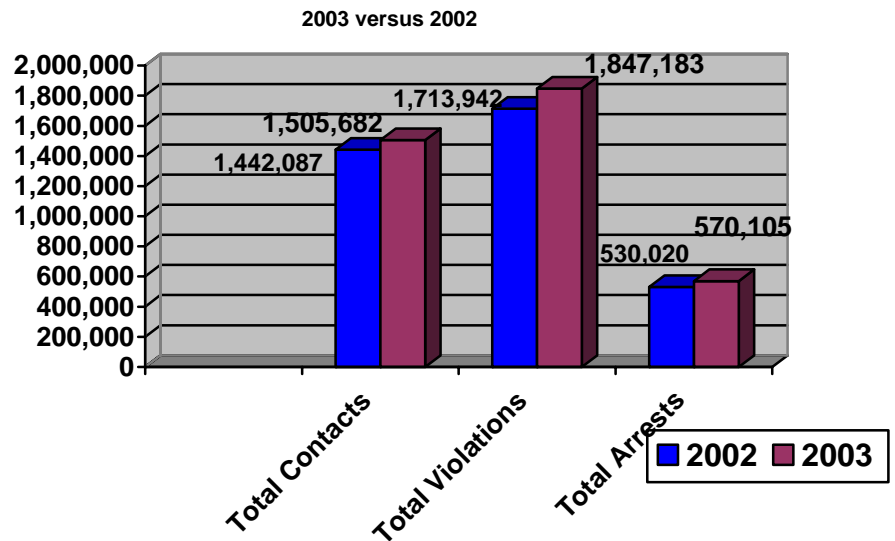
- DUI Arrest up 21% (4,000)
- Speeding citations up 7% (16,674)
- Seat Belt citations up 21% (21,254)
- Aggressive Driving citations up 66% (51,665)
- Total Traffic Stops up 4% (63,595 of 1,505,682)

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<sup>2</sup> It is important to note that during the calendar year 2002, the WSP did not experience increases in staffing or funding.

<sup>3</sup> The Field Operations Bureau data collection effort was more advanced than the remaining bureaus for much of 2001. At this time, the data collection system at the disposal for Field Operations Bureau is current within the preceding 24-36 hours, depending upon data entry timing. This collection strategy is being expanded throughout the WSP.

- WSDOT – Urban/Rural million miles driven data are up 2+% compared to 2002, and up 3% compared to 2001
- Citizens Complaints against WSP personnel are down 4%
- Injury Collisions (all roadways) down 8% (825)
- Fatality Collisions down 11% (37)
- Interstate Fatalities up 14% (8)
- Interstate Injuries down 7% (301)
- 16% decrease in collisions where seatbelt ticket issued
- Felony Warrants served from traffic stops increased by 8% (193), and Misdemeanor Warrants served increased by 3% (292)
- Felony Drug Arrest from traffic stops increased by 14% (245), and Misdemeanor Drug Arrest increased by 14% (960)
- Drug Recognition Expert Evaluations decreased by 28% (278)



- **Commercial Vehicle Enforcement Efforts**
  - Commercial Vehicle Division total contacts 156,240
  - CVSA Commercial Vehicle Inspections up 18% (21,278)
  - Commercial Vehicle Speeding citations up 23% (831)
  - Fatalities involving commercial vehicles at a five year low:
    - 2003= 43
    - 2002= 50
    - 2001= 56
    - 2000= 65
- **Investigative Services Bureau**
  - Computer Crimes Unit – 135 total cases, a 11% decrease
  - **57 Child Pornography Cases (37% above 2001)**
  - **14 Statewide Byrne Fund Narcotics Task Forces: WSP lead in**

- SWAT opened 43 proactive Methamphetamine investigations versus 35 in 2002
- SWAT performed 36 Tactical Operations & 197 Methamphetamine Lab cases
- Auto Theft Cases Opened increased by 66% (158)
- Auto Theft Arrest increased by 312% (100)
- Citizen initiated complaints for closed investigations are down 5%
- Use of force complaints initiated by citizens is down 3%
  
- **Forensic Services Laboratory Bureau**
  - **Completed 994 DNA cases, a 10% increase over 2001**
  - **4% decrease in backlog of cases pending DNA (receive 96 new cases/month)**
  - **Toxicology lab experienced an 11% increase in cases (receive 1,100 new cases/month), completed 12% more cases, and maintained a median turnaround of 6-8 days**
  - **Chemistry Section backlog of 1,905 cases was reduced to 919 cases (660 new cases/month), and the median age of cases awaiting analysis dropped from 47 to 18 days by year's end**
  
- **State Fire Marshal**
  - Fire Investigations 69% increase (13)
  - New school construction plan reviews up 354% (39)
  - 2003 State Fire Marshal Inspector activity up 10% compared to 2002
    - includes the number of child care centers, nursing homes, boarding homes, alcohol/drug treatment facilities – housing 59,000 vulnerable people
  - National Fire Incident Reporting System
    - 2001= 60
    - 2002= 220
    - 2003= 303
  - 3% increase in students trained at Fire Basic Training Academy including increases in the number of students for career and volunteer firefighter training
  - 41% increase in HAZMAT and Terrorism Training provided to local/state agency First Responders
  
- **Technical Services Bureau**
  - Communications Division experienced over 400,000 radio transmissions an Increase of 4% and answered 820,000 emergency 911 calls
  - Criminal Records Division reduced over 700,000 backlogged documents reducing cycling time to less than 30 days
  - Training Division identified a need for school bus driver training program and partnered with the Superintendent of Public Instruction
  
- **Management Services Bureau**
  - Biennial Budget of \$338 million managed to within one percent of appropriation
  - Reduced Accounts Receivable over 60 days past due from over \$1.1 million to under \$600,000
  - Increased percentage of “hands off payments” from 30% to 98%

- Decreased missing employee timesheets from 100 to under 40 per day at payroll cutoff date
- Increased percentage of women candidates for trooper positions
- WSP female troopers = 7.8% of staff above national average of approximately 6% (88)
- Total Trooper Cadets hired 2003 = 28

### **24 Months**

**January 2002 – December 2003, versus January 2000 – March 2001 <sup>4</sup>**

#### **– Field Operations Bureau**

- DUI Arrest up 48% (13,237)
- Speeding citations up 62% (191,824)
- Seat Belt citations up 75% (65,953)
- Aggressive Driving citations up 192% (58,152)
- Total Traffic Stops up 20% (499,911)
- Injury Collisions (all roadways) down 9% (2,207)
- Fatality Collisions down 4% (26)
- Interstate Fatalities down 21% (34)
- Interstate Injuries down 11% (999)
- 32% decrease in collisions where seatbelt ticket issued
- Felony Warrants served from traffic stops increased by 34% (1,232), and Misdemeanor Warrants served increased by 43% (5,235)
- Felony Drug Arrest from traffic stops increased by 61% (1,434), and Misdemeanor Drug Arrest increased by 75% (6,277)

### **Quarterly Comparisons<sup>5</sup>**

**January 2004- March 2004, versus January 2003 – March 2003**

#### **– Field Operations Bureau**

- DUI Arrest up 29% (1,148)
- Speeding citations up 37% (18,601)
- Seat Belt citations up 69% (9,607)
- Aggressive Driving citations up 86% (5,999)
- Total Traffic Stops up 15% (49,709)
- Injury Collisions (all roadways) down 16% (-428)
- Fatality Collisions down 12% (-8)
- Interstate Fatalities down 42% (-8)
- Interstate Injuries down 25% (-283)
- 41% decrease in collisions where seatbelt ticket issued
- Felony Warrants served from traffic stops increased by 48% (234), and Misdemeanor Warrants served increased by 24% (593)
- Felony Drug Arrest from traffic stops increased by 15% (66), and Misdemeanor Drug Arrest increased by 27% (399)

<sup>4</sup> Due to current data collection process selected Field Operations Bureau Data will be shown but represents continued achievements of the other bureaus.

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The WSP understands that many different variables contribute to the successes and challenges of the data presented. Public safety and law enforcement strategies can only be one of those many variables. However, it is important to recognize the impact that these positive changes to both efficiencies and effectiveness as described above undoubtedly played some role in the ultimate outcomes presented across the entire WSP.

For example, the National Highway Traffic Safety Administration has long maintained that approximately 80% of all collisions are caused by driver behavior, 15% is caused by defective roadway engineering, and 5% is caused general equipment failure. These conclusions lead law enforcement to believe that effective enforcement of traffic laws has the potential to change driver behavior. Further, numerous studies have indicated that wearing seatbelts can reduce injuries and save lives, therefore enhanced enforcement can have the potential of reducing injury and death. Additionally, the preliminary Washington State Department of Transportation analysis of roadway usage estimates that the 100 million vehicle miles driven on rural roadways increased 3%, urban 100 million miles vehicle driven miles increased by 2%, resulting in an overall increase of 2% on all roadways during the calendar year 2002 versus 2001. Traffic law enforcement seeks to make roadway conditions safer through driver education and as appropriate enforcement. The data presented herein suggest, even when million vehicle miles driven analysis shows increases across all categories, that the WSP's focus on its core traffic law enforcement mission in a coordinated strategy may have played a considerable role in reducing injuries and fatalities.

The overall performance of the WSP during the first full year, and 15 months of this strategy has been remarkable and demonstrable. The successes have been realized in every bureau of the WSP. As we concluded the 15<sup>th</sup> month of this strategy (ending March 2003), the trends witnessed in calendar year 2002 are accelerating in each bureau of the agency.

### **Observations**

The WSP's Accountability Driven Leadership model may be called many things – COMPSTAT, SAF, FASTRACK, etc. The practice of using a meeting format of peers, with data that is timely and accurate, to hold leaders accountable for their decisions in a fashion that seeks to further the overall goals and objectives of the agency is the essence of this strategy. What the foregoing data demonstrates is that in a statewide agency, the WSP has been successful when incorporating many of the components of the COMPSTAT process, but has added many non-traditional law enforcement items, such as public safety and general management processes. The WSP's Accountability Driven Leadership model uses efficiency measures linked to effectiveness outcomes to build a collaborative and coordinated agency that supports risk taking in an aggressive decision making environment. As operationalized within the WSP, the following successes we believe are worthy of note.

First, taking the traditional COMPSTAT process and using it in a statewide law enforcement and public safety agency may be unique. The complication of bringing a statewide agency together, for SAF meetings and messaging across a diverse agency is a complex task and difficult logistically. The merging of traditional law enforcement duties, public safety duties, and general administrative/management duties to form one agency driven by accountability has been successful. The permanent use of the SAF, and the driving it to the District/Division level, ensures deeper and more detailed knowledge the leadership of the WSP has about their unit's efforts, but also the efforts of

the whole agency. These leaders then become experts on the WSP, not just their Bureau, Districts, or Divisions. As these leaders conduct their duties in the agency they are better prepared to more fully understand the agency wide impact their decisions have. As these leaders interact outside the agency, their expanded knowledge base gives them increased creditability as they discuss the entire WSP with others. Additionally, the Divisional SAF process makes obvious how district/division staff's work contributes to the agency objectives. The WSP has overcome the logistical barriers, and has created a system that brings critical leadership actors to the table, in a collaborative and coordinated way to ensure the success of the entire agency.

Second, the WSP has expanded the traditional meeting format from law enforcement centric to other public safety related fields, and traditional management activities of any large organization. The WSP leadership team, as a whole, is better informed now about the entire mission of the patrol, and how every unit must work in a coordinated fashion. The opportunity to bridge sworn and professional staff into one unified force is critical. In the WSP, and probably many other agencies, there can be friction between the sworn and professional staff, each side believing the other does not recognize or value their work. This was at play in the WSP in the summer of 2001. The SAF gives each branch of the agency the opportunity to witness that their contributions are important, and all personnel witness the "whole" agency continuing to move forward. The WSP model also shows the leadership team that sworn and professional staffs are being held to the same standards of excellence and accountability as they perform their duties, thereby demonstrating that every unit is critical to the success of the WSP. These successes are opportunities to market the agency internally and externally. Their attendance gives each the chance to point out how their role has contributed to the success of the agency. Each leader can see that while their personnel's efforts and successes have been demonstrable, other units and personnel are also contributing with great examples of superior performance. As one group rightfully celebrates the success of their contributions, they are also reminded that many other groups are also performing at remarkable levels. This process provides a real opportunity for a synergy of excellence to be created and maintained within all aspects of the agency.

Third, this process, while time consuming to the agency, drives success by requiring accountability of all - the Chief, Executive Staff, leadership teams, and the entire agency. Accountability starts at the top. When an agency witnesses its senior leadership and the Chief investing their time on a weekly basis to ensure the success of the agency, a sense of urgency is cultivated that is vital to creating the environment to support an Accountability Driven Leadership model.

Fourth, when the agency's leadership teams observe the Executive Staff, working together in a collaborative and coordinated fashion, solving problems in real time, team building becomes the standard of the day for the entire agency. In many large organizations, the conflict over scarce resources between large divisions of labor (in the WSP called bureaus) often times causes these divisions to work at cross purposes in search of those scarce resources that they want and need to fulfill their perceived duty to the agency. At worst, the Bureaus can work against each other's efforts due to isolationist feelings in the agency. In the WSP Accountability Driven Leadership model, it is common, and expected, for the Bureau Directors to commit immediately the resources under their control to solve a common problem. Gone are the days of endless correspondence, back and forth, between one organizational group and another, attempting to solve problems. In this forum, the Chief holds his Executive Staff to high standards of accountability, collaboration, coordination, and decision making to better the entire agency. This public forging of consensus and determined success in the SAF forum is a clear sign to the entire agency that collaboration and execution of coordinated

decisions is the rule of the day. This creates momentum by demonstrating that different organizational units *must*, and can cooperate to create a successful organization.

Fifth, this forum provides an unparalleled opportunity for the Chief to “lead.” In this forum, staff and bureaucracy do not protect the executive. Over time, the Chief and Executive Staff must seek to create an atmosphere of open and honest dialogue. The Chief has to set this tone, and be true to the notion of accountability of himself and those empowered to carry out the mission of the agency. Clearly, there exists the prospect that the Chief and Executive Staff will only “hear the good things,” but that is not what this process advocates. Critical questions must be asked, and answers must be given – sometimes those answers will not be what the Chief expects to hear (or for that matter, is allowed to hear through the bureaucracy). This forum provides the Chief the environment to exercise his/her informal authority over the agency, to set expectations, to quell rumors, to bring together diverse people and wide-ranging issues into focus.

Sixth, it builds decision-making confidence of the leadership team. This process allows the agency to have at its immediate review the most up to date and accurate data available, it has the most gifted and talented leaders the agency has in one room with this data, and all the decision makers are present - what great opportunities are presented for immediate action. After seven years of personally practicing this style of leadership, the evidence is overwhelming – most decisions can be managed in this process. There are unique or more complex issues, that require a “problem solving process,” but, the vast majority of decisions are ensuring organizational units and their leaders are working collaboratively. Immediate action inspires people to make decisions, and to dispatch to oblivion, “paralysis through analysis.” The opportunity for leadership and staff to see immediate decisions being made inspires momentum on their part as well. When these leaders conduct SAFs within their own District/Division, by modeling the behavior of the Executive Staff, this momentum can and will continue throughout the agency. In addition, since the meetings are on a regular basis, the worst that can happen is a bad decision can be reviewed within a week, or a month as appropriate.

Seventh, creating risk takers. Building decision-making confidence is linked to supporting risk takers. Witnessing the Executive Staff and Chief making decisions in the SAF meeting can create risk takers. Observing peers making decisions with resources and being positively recognized by the agency also creates risk takers. Probably most important though, is how the agency’s Chief and Executive Staff handle the errors that will occur. The SAF forum is an excellent venue to review an error, learn what went wrong so others do not replicate it, and not embarrass or demoralize leaders. Unwavering accountability is not lost, or accented, by merely conducting a SAF meeting with sarcasm and embarrassment strategies. Among a room of professionals a latent pressure exists to be seen as competent and knowledgeable – failure by a leader to demonstrate these traits in the performance at a SAF is embarrassment enough. The overarching purpose of the public part of peer performance during SAF should be “critiquing” behavior, strategies and decisions, not “criticizing.” Criticism brings resentment and resistance – critiquing brings growth, confident decision-makers, opportunity, and risk takers. The Chief must provide real examples to demonstrate that risk is not equal to career ending actions, while at the same time demonstrating an unyielding requirement for accountability and success of the agency.

Eighth, expect and deal with complaints. As the light of accountability shines further and further into the agency, there will be resistance. Why are we doing this? This takes too much time from my duties on the street. This is a waste of money. This process does not make a difference. We have worked very hard at this SAF stuff, but it does not appear to have worked. By its very nature, this process highlights that small segment of

the organization entrenched in status-quo and at the same time allows for personalized remediation and intervention individually tailored to invigorate those that feel disenfranchised. However, in the end, Accountability Driven Leadership exposes impediments to progress obligating its leadership to react with the best interest of the agency in mind.

Finally, it is important to note that the WSP was pursuing an adaptation of the COMPSTAT model in some form as early as the year 2000 and should be commended for that effort. However, substantive and needed changes were implemented in January 2002, to create a new Accountability Driven Leadership model within the WSP. Most importantly, the men and women of the WSP have dedicated their efforts to “making a difference” every day. The new SAF provides for an opportunity to focus the agency and to ensure collaboration, coordination, and accountability in its systems and processes - it will always be the men and women who really are the central element of any success story.